

Executive Registry

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CONTAINER CORPORATION OF AMERICA

CHICAGO 3, ILLINOIS

OFFICE OF  
THE CHAIRMAN OF THE BOARD

February 24, 1959

Mr. Allen W. Dulles, Director  
Central Intelligence Agency  
2430 E Street  
Washington, D. C.

Dear Mr. Dulles:

Some years ago, when Henry Ford had invited many of us to attend the American Heritage Conference in Washington, you were the speaker and I had the pleasure of meeting you personally. For further identification, I think you know my brother-in-law, Paul H. Nitze, quite well.

For sometime we have been hoping that we could persuade you and Mrs. Dulles to attend for a fortnight, one of the Aspen Executives' programs. These begin in early June and run at two-week intervals throughout the summer, ending late in September. The attached folder will give you a little more detailed information. These sessions include reading assignments and seminar discussions for high officers of business. Also present are some of the top labor leaders, educators, gentlemen of government, men of science, and foreign diplomats.

Some of the Special Guests in the past have been three of the Supreme Court Justices, Messrs. Harlan, Black and Brennan; some of the foreign diplomats have included Sir Harold Caccia, Henrik de Kauffmann, Eelco van Kleffens, Sir Leslie Munro, etc.

Realizing that at this particular time you are no doubt unusually preoccupied with both governmental and personal matters, nevertheless, I was wondering whether you could give this matter some thought and let us know whether, in principle, you felt you might give favorable consideration to attending a session this summer. As you know, Washington and the rest of the country, is pretty hot and humid in the months of July and August, while Colorado is cool and pleasant. However, more seriously, we believe the Aspen Institute program is an extremely important one during the present state of our contemporary society, both nationally and internationally. Your presence would add further importance and distinction to a session.

Mr. Allen W. Dulles

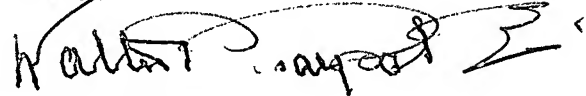
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Naturally, the Aspen Institute would want to have you and Mrs. Dulles as its guests. The trip by plane from Washington to Denver is a relatively simple one these days and then a twin-engine smaller plane flies guests to Aspen within forty-five minutes.

Do give this matter some thought and let me know at your convenience whether it might be possible for you to come. A final decision need not be made for two or three months.

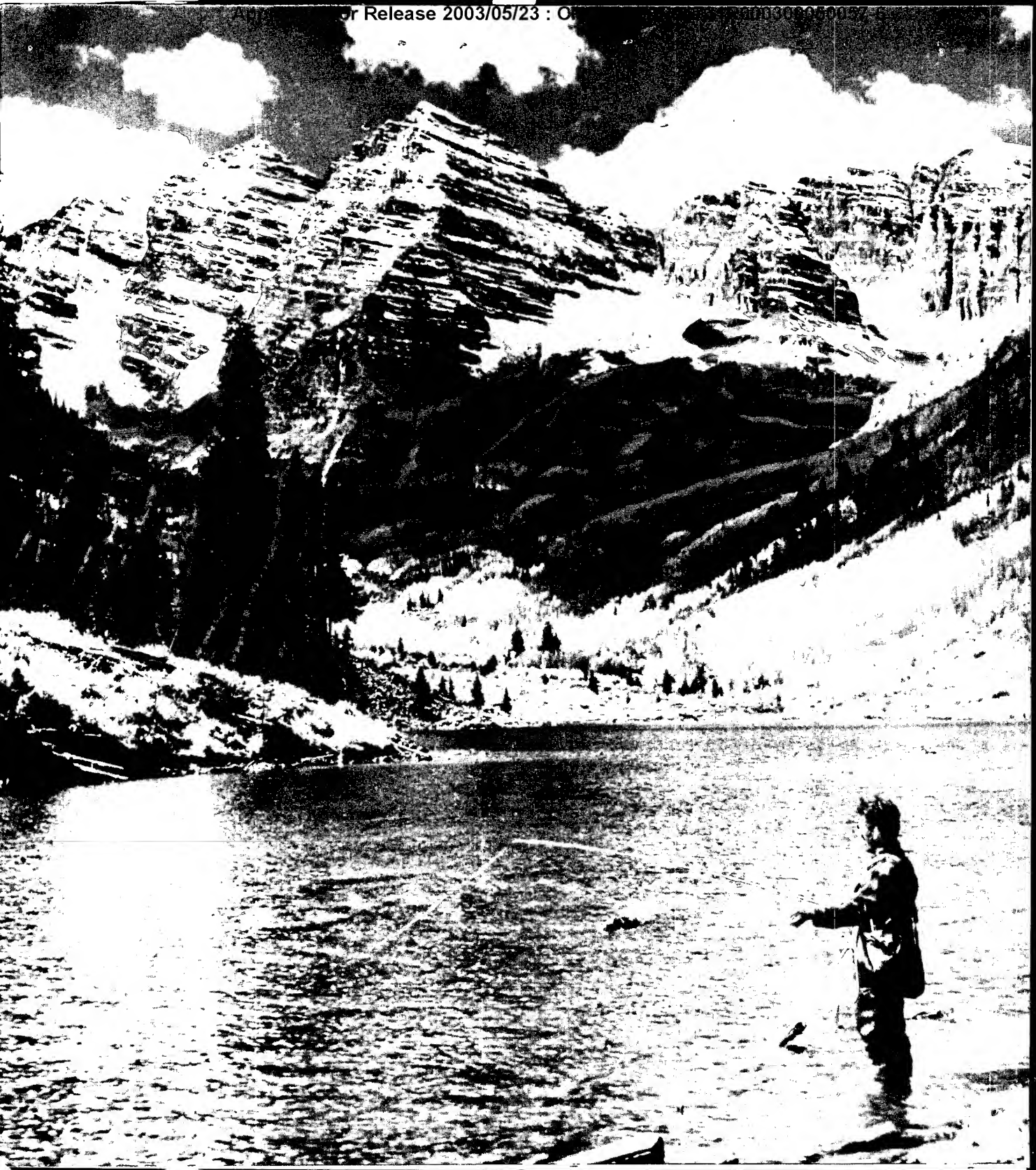
With kindest personal regards, I am

Cordially,

A handwritten signature in dark ink, appearing to read 'Walter P. Paepcke', with a stylized flourish at the end.

Walter P. Paepcke  
Chairman of the Board

WPP/gl



## THE ASPEN EXECUTIVES' PROGRAM

"If we and, more important, our successors are to meet the challenge of leadership, we need a philosophy which goes beyond slogans. We need a philosophy we can defend because we understand it, both in its sources and its consequences. We can't come upon such a philosophy or such an understanding by accident."

- WHAT** A program designed to expand the executive's understanding of his role in society and the responsibilities that go with leadership.
- HOW** By means of assigned readings and seminar discussions with outstanding leaders from education, government, religion, labor, science, business and the law.
- WHO** Top executives of business, labor and the professions and those on their way to leadership.
- WHERE** Aspen, Colorado, a beautiful mountain village west and across the Continental Divide from Denver.
- WHEN** Five two-week sessions every summer.

The modern executive is highly trained for his business responsibilities. He understands research, production methods and cost controls. He is deeply concerned with his personnel, interested in public relations, carefully follows his sales and understands finance. He is well prepared, has good judgment and is incisive in his business decisions—

- BUT** Has he had the opportunity, or taken the time to analyze his role in society, the role of "business" or his position as a business leader?
- Does he understand the sources of strength or the potential weaknesses in our society?
- Does he know what he believes in and why?
- Does he have sufficient confidence in the rightness of his beliefs to express his views courageously?
- Is he articulate in expression and effective in providing leadership to preserve our greatest strengths?
- Is he aware of his obligation to champion the principles upon which personal freedom and the free economy are founded?

## WHO IS BEHIND IT?

The Aspen Executives' Program is presented by the Aspen Institute for Humanistic Studies, a not-for-profit corporation organized under the laws of Colorado. Mr. Walter P. Paepcke, Chairman of the Board, Container Corporation of America, is President of the Institute, and Mr. Glen A. Lloyd, Chicago attorney, Chairman of the Board of Trustees, University of Chicago and former Assistant Director of Foreign Operations Administration is Vice President.

## BOARD OF TRUSTEES

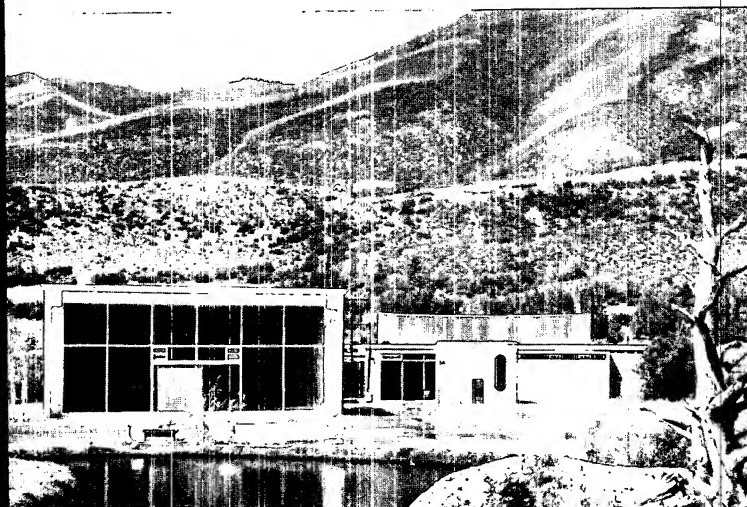
- Dr. Albert Schweitzer, Honorary Trustee. . . . . Lambaréné, Africa
- Robert O. Anderson, President,  
Malco Refineries, Inc. . . . . Roswell, New Mexico
- Louis T. Benezet, President,  
Colorado College . . . . . Colorado Springs, Colorado
- Norman Cousins, Editor,  
The Saturday Review . . . . . New York City
- Gaylord A. Freeman, Jr., Vice President,  
The First National Bank of Chicago . . . . . Chicago
- William Gomberg,  
Washington University . . . . . St. Louis
- Mack Harrell, Metropolitan Opera,  
Trustee, Music Associates of Aspen . . . . . New York City
- John L. Herron . . . . . Aspen
- Albert C. Jacobs, President,  
Trinity College . . . . . Hartford, Connecticut
- Lawrence A. Kimpton, Chancellor,  
University of Chicago . . . . . Chicago
- W. Lee Knous, Judge, U.S. District Court . . . . . Denver
- James Laughlin, Publisher . . . . . Norfolk, Connecticut
- Glen A. Lloyd, Attorney,  
Bell, Boyd, Marshall & Lloyd . . . . . Chicago
- David Mayer, Jr., President,  
Maurice L. Rothschild . . . . . Chicago
- Harald Pabst. . . . . Snowmass, Colorado
- Walter P. Paepcke, Chairman of the Board,  
Container Corporation of America . . . . . Chicago
- Allan R. Phipps, Attorney,  
Hughes & Dorsey . . . . . Denver
- Lt. Gen. E. R. Quesada . . . . . Los Angeles
- Clarence B. Randall, Chairman,  
Inland Steel . . . . . Chicago
- Neele E. Stearns, President,  
Crane Company . . . . . Chicago
- Robert L. Stearns, President,  
Boettcher Foundation . . . . . Denver
- Dan Thornton, former Governor of Colorado . . . . . Denver
- Thornton Wilder, playwright, novelist . . . . . Hamden, Connecticut
- Raymond H. Wittcoff, Vice President,  
Caradine Hat Company . . . . . St. Louis

## WHAT IS THE PURPOSE?

The Aspen Executives' Program is not "just another college or intra-company summer program." It is not intended to teach marketing, finance, or business management. Rather, it is intended to develop

the executive's understanding of his role in our society and the goals toward which he can direct his life and the influence of the very important organization that he leads. It is designed to teach him more about himself and his responsibilities to others, and it does this by providing him with the opportunity for analysis, the stimulation of ideas and the challenge of discussion.

The Aspen seminar is not a high-pressure sales job for any pat formula or political creed, nor does it purport to offer a capsule education or cultural gloss in political history or theory in two easy weeks. What the seminar does offer is a chance for a group of men experienced in the responsibility of decision to take a breathing spell in the midst of the typical press of day-to-day demands, to reflect soberly on some basic problems of the nature of society and the individual's place in it.



Aspen Health Center

#### WHAT METHODS ARE USED?

The effectiveness of the Aspen Executives' Program lies in the fact that participants are stimulated to develop their own convictions through exposure to—

1. Selected readings from the works of the world's great philosophers, scholars, economists, historians and political leaders.
2. Daily meetings with a varied and stimulating group for informal discussion of ideas found in the readings, with special emphasis on the application of these ideas to current problems.
3. Lectures and panel discussions by authorities on international affairs two evenings a week, each followed the next morning by informal discussion with the leaders.

Not the least of Aspen's advantages is the frequent opportunity—at mealtime and during hours of recreation—to pursue with leaders of divergent backgrounds the discussions that originate in the seminars or following the lectures and panels. Indeed, some of a

participant's most rewarding intellectual exercise may occur while he is in a bathing suit, riding a horse or fishing in the companionship of men distinguished by achievement in fields other than business.

#### READING ASSIGNMENTS.

The assigned reading, in part, is intended to give the participant a brief "refresher course" in early American history, and to this end includes many well-known, but ill-remembered, American debates, discussions, and documents which played an important role in the development of our form of Government and our economy. In larger part, the readings are selected to present ideas which have influenced, or are currently influencing, the course of our society, including those written in opposition to many ideas which now pre-



Aspen Music Festival

vail. Thus, the great conflicts by which America has been, and is being, shaped are presented. Through the impact of these readings and the stimulation of discussion relative thereto, the participant's own thinking in these areas is broadened and his own conclusions developed.

The daily reading assignments are substantial but can be read in an average of approximately one hour and a half. The specific assignments, and all books, are sent to the participant immediately upon registration. For maximum benefit, as well as to increase the participant's enjoyment of the opportunities while in Aspen, it is strongly recommended that he read as much as possible of the assigned material before leaving for Aspen. A compact multilithed folio of the readings is presented as well as the permanently bound set of "The People Shall Judge." Wives are encouraged to read in advance as well, and of course to take part as auditors.

#### LEADERS AND PARTICIPANTS

The distinguishing element in the Aspen program is the quality of its leaders and participants. It is not dependent on any one university



—or, indeed, any one country. Included among the moderators, lecturers, and special guests during the last few years, have been:

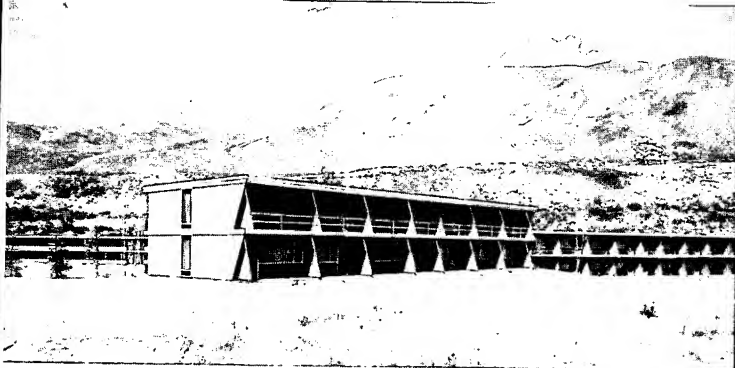
#### AGRICULTURE

D. Howard Doane, Doane Agricultural Service  
Allen Kline, President, American Farm Bureau

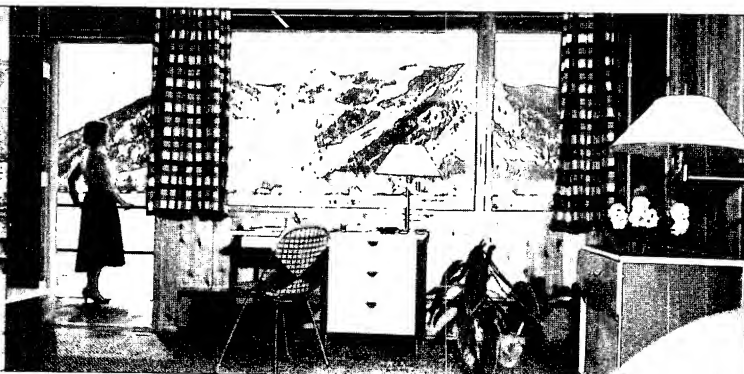
#### BANKING

Hulbert Aldrich, President, New York Trust Company  
Gaylord A. Freeman, Jr., Vice President, The First National Bank of Chicago  
Guy E. Reed, Exec. Vice Pres. & Director, Harris Trust and Savings Bank  
Baron H. C. von Tucher, Bayerische Vereinsbank, Munich

John E. Burchard, Dean, Humanities and Social Studies, M.I.T.  
Ernest Colwell, Dean of Faculties, Emory University  
John Dickey, President, Dartmouth College  
Clarence Faust, President, Fund for the Advancement of Education  
Friedrich A. von Hayek, Committee of Social Thought, University of Chicago  
Rev. Theodore M. Hesburgh, C.S.C., President, University of Notre Dame  
Willard Hurst, Professor of Law, University of Wisconsin  
Humayun Kabir, Secretary to the Ministry of Education, New Delhi, India  
Lawrence Kimpton, Chancellor, University of Chicago  
Grayson Kirk, President, Columbia University  
Jacob Klein, Dean, St. John's College



"Aspen Meadows" Lodge



Typical Lodge Interior

#### BAR

Stuart Ball, Sidley, Austin & Burgess  
Laird Bell, Bell, Boyd, Marshall & Lloyd  
Chairman, Weyerhaeuser Timber Co.  
Charles P. Taft, Headley, Siebbald & Taft  
Stanley Weigel, Attorney, San Francisco  
Lynn A. Williams, Attorney, Chicago

#### BENCH

Hugo Black, U. S. Supreme Court  
John Marshall Harlan, U. S. Supreme Court  
Charles E. Wyzanski  
U. S. District Court, Massachusetts  
President, Board of Overseers, Harvard College

#### ECONOMICS

Dr. Edwin G. Nourse, Former Chairman, Economic Advisors to the President

#### EDUCATION

Chester M. Alter, Chancellor, Denver University  
Louis T. Benezet, President, Colorado College  
Harvie Branscomb, Chancellor, Vanderbilt University  
Courtney C. Brown, Dean, Graduate School of Business, Columbia University

Sterling McMurrin, Dean, University of Utah  
Prince Francis Schwarzenberg, Assistant Professor of Political Science, Loyola University  
F. Champion Ward, Ford Foundation  
O. Meredith Wilson, President, University of Oregon

#### GOVERNMENT

William Benton, former Senator from Connecticut  
Sushil K. Dey, Acting Director, Bureau of Social Affairs, United Nations  
Edward T. Dickinson, Former Vice Chairman, National Security Resources Board  
J. W. Fulbright, United States Senate  
Malcolm Henderson, British Ambassador to Luxemburg  
Philip Kaiser, Former Assistant Secretary of Labor  
Henrik de Kauffmann, Danish Ambassador to the United States  
Clare Boothe Luce, former United States Ambassador to Italy  
Charles Malik, Foreign Minister of Lebanon  
Albert H. Rosenthal, Regional Director, Department of Health, Education and Welfare  
John Slezak, Civilian Aide to Secretary of Army  
Dan Thornton, Former Governor of Colorado  
E. N. van Kleffens, Netherlands Ambassador to Portugal (former President, General Assembly, United Nations)  
K. C. Wu, Former Governor of Formosa

## INDUSTRY

Daggett Harvey, Vice President, Fred Harvey  
David Hill, President, Pittsburgh Plate Glass Company  
Meyer Kestnbaum, President, Hart Schaffner & Marx  
Walter Koch, President, Mountain States Telephone and Telegraph Co.  
Fred Maytag II, President, The Maytag Company  
Clarence Randall, Chairman, Inland Steel Company  
David Shepard, Director, Standard Oil Company (New Jersey)  
Neele E. Stearns, Vice President, Inland Steel Company  
Langbourne Williams, President, Freeport Sulphur Company

## INSURANCE

James Barker, Chairman, Allstate Insurance Company  
Edmund Fitzgerald, President, Northwestern Mutual Life Insurance Co.  
Thomas G. McGuire, President, Industrial Indemnity Co.

## JOURNALISM

Norman Cousins, Editor, The Saturday Review  
Sydney J. Harris, Columnist, The Chicago Daily News  
Raymond Moley, Contributing Editor, Newsweek  
James Reston, Washington Bureau, The New York Times  
Edward Weeks, Editor, The Atlantic

## LABOR

George Cavender, President, Colorado Federation of Labor, AFL  
Nelson Cruikshank, Director of Social Security, AFL-CIO  
Harold Gibbons, Warehouse & Distribution Workers' Union  
William Gomberg, Director, Management Engineering Department  
International Ladies' Garment Workers' Union  
Ralph Helstein, President, United Packinghouse Workers, CIO  
O. A. Knight, President, United Oil Workers, CIO  
Walter Reuther, President, United Auto Workers  
Ted Silvey, CIO  
Mart Starr, International Ladies' Garment Workers' Union  
Walter Turner, Vice President, International Printing Pressmen & Assistants Union of North America

## LETTERS

Jacques Barzun  
Mark Van Doren  
Clifton Fadiman  
Thomas Hornsby Ferril

## MEDICINE

Dr. Thomas M. French  
Dr. Thomas Hoen  
Dr. Charles S. Houston  
Dr. William R. Lovelace III  
Dr. Karl Menninger  
Dr. Marvin A. Stevens  
Dr. William Thomas

## PHILOSOPHY

Mortimer J. Adler, Institute for Philosophical Research  
Yves Simon, The University of Chicago  
Paul Weiss, Yale University

## RELIGION

Bishop Donald J. Campbell, Episcopal Diocese, Los Angeles, California  
Rev. John J. Cavanaugh, C.S.C., University of Notre Dame  
Rev. David R. Hunter, Director, The National Council Protestant Episcopal Church  
Bishop Hanns Lilje, President, Lutheran World Federation  
Dr. Reinhold Niebuhr, Union Theological Seminary  
Rabbi Edgar E. Siskin, North Shore Congregational Israel  
Rev. Gerard Smith, S.J., Marquette University

## SCIENCE

George A. Cowan, Los Alamos  
Lee DuBridge, President, California Institute of Technology  
Enrico Fermi\*  
George Gamow, University of Colorado  
Donald J. Hughes, Brookhaven National Laboratories  
Carson Mark, Los Alamos  
Theodore Puck, Medical School, University of Colorado  
Roderick Spence, Los Alamos  
Leo Szilard, University of Chicago

\*deceased

## IT IS A FULL AND STIMULATING PROGRAM.

The Aspen Executives' Program is not a "vacation," in the conventional sense. Most participants find that the program, the readings, and the discussions in and outside the seminar, present a challenge at least as mentally strenuous as their regular business life. But most of them find, also, that the two weeks at Aspen have been a vacation in the deepest and original sense of that term—a "being free from" the usual round of immediacies, with the real refreshment that comes from truly new experience, in a new frame of reference.

## THE LECTURE SERIES—"GREAT IDEAS OF WESTERN MAN"

Each week there will be at least one evening speaker on the subject "Great Ideas of Western Man."

At an informal meeting held on the morning following each lecture, the audience is invited to ask questions or challenge the points made by the evening speaker.

One other evening each week a panel of important visitors to Aspen discusses some aspect of international affairs. This is similarly followed by an open forum discussion the next morning.

## ASPEN HEALTH CENTER

Participants in the Executive Seminars are invited at no extra charge to use the Aspen Health Center program of exercise, Sauna and massage during their stay.

## RECREATIONAL OPPORTUNITIES.

Aspen is located in the center of the Colorado Rockies surrounded by a great mountain wilderness challenging the visitor to explore by

foot or horseback. There are many beautiful drives throughout the area and in almost every valley runs a turbulent trout stream.

The "Aspen Meadows" lodges, which were built to accommodate the executive participants and their wives, have an excellent swimming pool, tennis court, riding stables, etc., and the village of Aspen offers many interests and activities.

Even more interesting to many of the participants, however, are the opportunities to meet with the professional guests, the discussion leaders, lecturers and musicians, in informal discussions and exchange of ideas.



Seminar Building

#### THE ASPEN MUSIC FESTIVAL.

Each year the world famous Aspen Music Festival brings to Aspen from June until September, an outstanding symphony orchestra. This year there will be a group of internationally known solo musicians with Izler Solomon conducting the Aspen Festival Orchestra.

#### THE EXECUTIVE PARTICIPANT

As the function of the program is to give to the business executive a broader understanding of his responsibility as a leader, the group is largely made up of the present chief executives, prospective leaders, and some younger executives, from many business organizations, both large and small, throughout the United States.

Representative companies which have sent one or more participants in the past five years include the following:

#### ACCOUNTING

Arthur Andersen & Company

#### ADVERTISING

Foote, Cone & Belding, Chicago

#### BANKING

American National Bank, Chicago  
American Trust Company, San Francisco  
The Chase Manhattan Bank, New York

City National Bank of Chicago  
Colorado National Bank  
Commercial National Bank, Muskogee, Oklahoma  
Continental Illinois National Bank, Chicago  
First National Bank of Chicago  
Harris Trust Company, Chicago  
Merchandise National Bank, Chicago  
National City Bank of New York  
New York Trust Company  
The Northern Trust Company, Chicago  
Northwestern National Bank, Minneapolis  
The United States National Bank of Omaha

#### FOOD

Companhia Swift do Brasil  
Froedtert Malt Corporation  
Great Western Sugar Company  
Kellogg Company  
Oscar Mayer & Company

#### INSURANCE

John Hancock Mutual Life Insurance Company  
Industrial Indemnity Company  
Metropolitan Life Insurance Company  
Northwestern Mutual Life Insurance Company

#### INVESTMENTS

Kidder, Peabody & Company  
Lehman Brothers  
John Nuveen & Company  
Walter E. Heller & Company

#### MANUFACTURING

Ace Carton Corporation  
American Pulley Company  
American Steel Foundries  
Bell & Howell Company  
Borg-Warner Corporation  
Chance Vought Aircraft, Inc.  
Chicago Mill & Lumber Company  
Container Corporation of America  
Deere & Company  
Dixie Bearings, Inc.  
Embossograph Company  
Emkay Motors  
Farley Manufacturing Company  
Gardner Board & Carton Company  
Hart, Schaffner & Marx  
Houdaille Industries  
Inland Steel Company  
International Business Machines  
International Harvester Company  
International Paper Company  
Joseph Ryerson Company  
Marvel Metal Products Company  
The Mengel Company



Owens-Corning Fiberglas Corporation  
Pheoll Manufacturing Company  
Pioneer Paper Stock Company  
Pittsburgh Plate Glass Company  
Potlatch Forests, Incorporated  
Pressed Steel Car Company  
Q-Tips, Incorporated  
Signode Steel Strapping Company  
Southland Paper Company  
Sutherland Paper Company  
Studebaker Corporation  
U.S. Industries, Inc.  
West Michigan Steel Foundry Company  
Weston Paper & Manufacturing Company  
Yale & Towne Manufacturing Company

#### MOTION PICTURE INDUSTRY

The Jaffe Agency, Inc.

#### PETROLEUM

Cities Service Company, Inc., New York  
Cosden Petroleum Corporation  
Creole Petroleum Company  
Esso Standard Oil Company  
Humble Oil & Refining Company  
Malco Refineries, Inc.  
Milton Oil Company  
Ohio Oil Company  
Standard Oil Company (Indiana)  
Standard Oil Company (New Jersey)  
Standard Oil Company (Ohio)

#### PHILANTHROPY

Lilly Endowment  
Mellon Foundation  
The Lovelace Foundation  
Southwest Endowment Corporation

#### PRINTING & PUBLISHING

Kable Printing Company  
Lane Publishing Company

#### PUBLICATIONS

Fortune  
Life  
U.S. News

#### RESEARCH

Science Research Associates

#### RETAILING

Dayton's  
I. Magnin & Company  
Marshall Field & Company

#### TRANSPORTATION

Railway Express Agency

#### UTILITIES

Equitable Gas Company, Pittsburgh  
Iowa Public Service Company  
Mountain States Telephone & Telegraph Company  
Peoples Gas Light & Coke Company

#### REGISTRATION

Corporations expecting to attend are asked to indicate their intention to do so immediately and to specify the names of those attending.

With respect to the dates, the institute may request a change for late registrants in order that seminar groups may be kept reasonably small and evenly distributed throughout the program.

**ADDRESS INQUIRIES TO: The Aspen Institute, Aspen, Colorado**



Aspen Executives' Seminar in Session



# THE ASPEN EXECUTIVES' PROGRAM



ASPEN, COLORADO SUMMER OF 1957

